

ARMY HOST



*Club Management Directorate, TAGCEN
Volume V, No. 2 March-April, 1978*

FY 79 budget instructions

WASHINGTON—Installation club systems will soon receive the fiscal year 1979 budget letter of instruction.

The FY 79 instructions require each membership branch to establish a minimum annual net income objective of an amount sufficient to support budgeted capital expenditures, sinking fund deposits, and loan repayments, or five percent of total revenue, whichever is greater. Package beverage branches must budget for a minimum annual net income of 12 percent of total revenue.

Other operating guidance requires all activities (dining room, bar, bingo, swimming pool, etc.) to (See **BUDGET**, page 15)

First quarter FY 78 operating results

WASHINGTON—Financial progress realized in FY 77 continued into first quarter FY 78 with Army club systems attaining:

	1st Quarter FY 78 Oct. - Dec.	1st Quarter FY 77 Oct. - Dec.
(in \$ millions)		
Total Revenue	70.2	66.5
Total Sales	59.9	56.8
Net Income (percent)	3.2 (5.4%)	3.2 (5.7%)

Although both revenue and sales gained during the first quarter, net income increased only slightly and actually declined as percent of sales.

78 percent of club branches operated profitably compared to 71 percent for the first quarter last year.

Attention Civilian Managers

WASHINGTON—Inclosed with this issue of the Army Host is a self-mailer post card which should be completed if you are interested in UA or GS club manager positions. If you are happy in your current job but know of someone else who may desire advancement or a change of location—with experience in hospitality/restaurant/club management, give the card to them.

May 18-23

IMCEA Conference — NRA Show

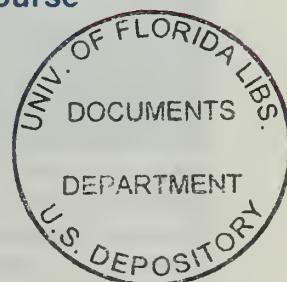
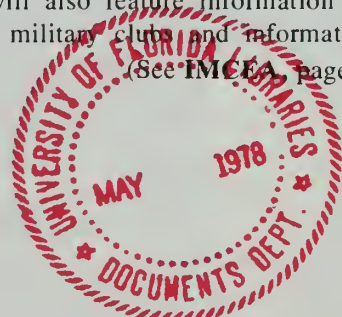
CHICAGO—Nearly 200 military club managers will gather here on May 18-23 to discuss problems facing military clubs. They will be coming to the International Military Club Executives' Association Annual Conference, coinciding with this year's National Restaurant Association Show, which expects to attract over 100,000 restaurateurs.

With the theme "Together-Training for Tomorrow," this year's meeting will feature round table sessions with club managers of all services discussing alcohol deglamorization, centralization, and dues.

The conference will also feature information on legislation affecting military clubs and information (See **IMCEA**, page 2)

Inside

**Fort Hamilton
Armed Forces Culinary Course
Personnel
West Point
Tobyhanna Army Depot
Fort Jackson
Exec Course
Fort Drum
Fort Eustis
Fort Lee**



Exec Course 78

WASHINGTON—Sixty Army club managers will attend the two sessions of the Executive Club Management Course scheduled to be held from June 5 thru 30 and Aug 7 thru Sep 1 at the Marina Bay training facilities, Fort Lauderdale, Fla.

“The course is designed to provide advanced club management education, preparing managers for executive positions within the Army club system,” according to **Bill Bartelt**, the Club Management Directorate’s (CMD) training chief. “As in the past three years, the course will be conducted by Florida International University at Marina Bay in Fort Lauderdale, Fla.,” Bartelt said. “A major advantage of the course is the actual exposure attendees have to major club, restaurant and hotel operations through a series of on-the-job training exercises,” he said.

How attendees were selected

Major Robert Henderson, CMD’s personnel chief, cited increased competition for attendance at the 1978 course and explained the selection criteria. “Officers and warrant officers are normally selected to attend the ECMC in conjunction with a permanent change of station (PCS).” “As it was anticipated that the Military Personnel Center (MILPERCEN) would not use all the available quotas, CMD requested nominations from the major commands for attendance. If additional quotas exist, MACOM nominees attend the course on temporary duty (TDY) and the installation funds the per diem and travel cost,” Henderson said. “CMD in coordination with MILPERCEN programs the best qualified officers and warrant officers to attend in this TDY-and-return status,” he said. “Generally, officers must be graduates of the Club Management Course and possess the club management specialty (SC 43) as a primary or alternate specialty—they should have three years of club management experience,” he said.

“Warrant officers also must be graduates of the Club Management Course and have the club management specialty (021A) as their primary military occupational specialty. Like the officers, they should have three years of club management experience,” Henderson said.

“Usually, five MACOM-nominated civilian club managers, UA or GS, are selected by CMD to attend each course in a TDY-and-return status with the installation paying the travel and per diem bills. Civilians must have three years experience and be an installation club manager or branch manager,” Henderson said.

Competition for this year’s course

was stiff as 60 were selected to attend.

“NCO’s were selected by a joint Adjutant General Center and MILPERCEN board which considered 440 enlisted club managers,” according to **SFC Glen Ball**, CMD’s expert on enlisted club personnel matters. Forty-eight of those considered met the prerequisites. “From these 48,” Ball said, “the board selected 18 primary and 10 alternate attendees.” “If we exhaust the primary and alternate attendee lists, we’ll give consideration to MACOM nominations,” Ball added.

“In order to be considered,” Ball said, “enlisted personnel had to be graduates of the Club Management Course, have a primary OOH (club management) MOS and be in grade E-7 or above,” he said. “Also, they had to show aptitude to do college level work, have a minimum general technical score of 110 (GT) and a latest MOS OOH evaluation test score of at least 115,” he added. Ball said that enlisted attendees should also have three years of club management experience and must show evidence of having better than average performance of duty and “potential to assume greater club management responsibility.”

Ball urges managers with questions regarding selection to contact him at AUTOVON 223-1044.

(IMCEA, from page 1)

on current and planned IMCEA programs and services.

Key club executives from all services will address attendees, discussing current and future problems in their respective service.

This year’s meeting coincides with the National Restaurant Association’s annual show which is expected to bring over 100,000 restaurateurs and exhibitors to McCormick Place. The NRA Show features seminars on personnel management, menu exchange, and a culinary arts salon. Also, shop talks will be held on military club management, resort operations, cafeterias and military food service.

More information can be obtained by contacting the IMCEA, 1750 Old Meadow Road, McLean, VA 22101 or call (703) 821-3330.

Club designed with management in mind

New NCO club opens with updated programs and concepts

TOBYHANNA ARMY DEPOT, PA—A club capital improvement project is meaningless unless it's accompanied by aggressive management equipped with new concepts and programs designed to make the new facility work.

At Tobyhanna Army Depot, the recent grand opening of the NCO club culminated a 1-year turn-key construction project which coincided with a restructuring of club programs worthy of the new building.

The primary mission of this northeast Pennsylvania Army Development and Readiness Command Army Depot is the maintenance of communications and electronic equipment. Its commander, COL Raymond L. Toole, reflected on the support provided Tobyhanna by The Adjutant General Center. "The assistance provided by the Club Management Directorate in designing and implementing new and innovative programs and concepts along with TAG-CEN's turn-key construction procedures were of tremendous help in assisting management and the command at Tobyhanna in getting the new club open and on track. The \$550,000 club opened 120 days after groundbreaking. That's fast—it can often take that long just to exchange two letters. I see the club playing a bigger community role with the addition of 40 units of family housing. The new club is an excel-

"The new club is an excellent place to get the civilians and military together and create a better atmosphere for mission essential team work"

lent place to get the civilians and military together and create a better atmosphere for mission essential team work. I see the new club hosting everything from baby showers to command functions. For example, we don't have a teen club, so the sergeants used the NCO club recently to host a teen night," Toole said.

"We knew there wasn't much point in moving into the modern facility with outdated management pro-

grams," according to **LTC Richard Ross**, DARCOM Team Chief with the Club Management Directorate. CMD worked closely with the management of the Tobyhanna NCO Club, gauging the market and establishing viable programs to adapt to the marketing potential of the new facility.

Marketing

"We had a marketing challenge here," said Frank Purdy, Installation Club Manager. "Included in our market are enlisted of all ranks, a large number of retired people, a large civilian employee market, and, in certain seasons, a large number of reservists." "Our task was to design programs which could cater to all these markets and ensure sufficient volume to continue the financial solvency of the NCO branch," Purdy added.

"With the large number of retired people in the area, a marketing objective was to attract the people shopping at the post exchange and commissary to the club to increase lunch-time volume. It was important to attract the retired people because of the high rate of competition at night in the area surrounding Tobyhanna Army Depot which includes numerous night clubs located in the posh Pocono resort area of Pennsylvania and nearby New York State. Compounding the marketing challenge was planning for new family living quarters on the Depot itself. Taking these factors into consideration, management set about to design a program that would work in the new facility.



Hands-on assistance is provided by Robert Moneta, a Club Management Directorate food and beverage specialist. During the assistance visit, Moneta prepared food for 20 people who were stranded by a Pennsylvania blizzard.

Programs Planned

"We wanted to establish a quality food program but we knew we couldn't afford to offer the full range of a la carte menu items offered by clubs at larger installations and many restaurants in the private sector surrounding the depot. Before, the old menu was designed to cater to essentially troop feeding type of food, including simple hot and cold sandwiches. The menu in the new club features such a la carte items as New York sirloin, T-bone steak, hamburger steak, rainbow trout, and shrimp. Offered with the a la carte menu is a full range of sandwiches, appetizers and deserts - along with the children's menu. Because the a la carte menu is market - prohibitive, every night, specialty nights are offered Sunday through Thursday with an a la carte menu being offered only Friday and Saturday nights. We now feature a 'meals in a basket' specialty night on Tuesday evenings with such low labor and cost of goods items as shrimp and fries, chicken and fries, and one-half pound hamburger and fries. This allows us to serve our market without waitresses and with a consistently low cost of goods. The new club features 'family night' on Wed-

"Inventory was made easier with daily issues and a limited menu."

nesday evenings with such items as fried chicken (every other week), spaghetti and meat sauce, fish and chips, and beef stew and biscuits. Menu items are served family style, allowing both adults and children to eat all they can. Steak night is Thursday night. The same steak that's served on the a la carte menu is offered this night at a reduced price and includes sangaria, soft drinks, or draft beer," said Purdy.

On Saturday and Sunday, brunch is offered with 'stack-em-high' deli sandwiches along with a newly designed breakfast menu. The entire food program was designed with simplicity and economy of operation in mind. Inventory is made easier with daily issues and a limited menu. A system was designed to control inventory on a daily basis based on receipts and issues with the manager being provided with a report of the daily cost of goods. Efforts were made to buy all food products from the commissary. Orders can be programed in advance because of the limited a la carte menu and the specialty night club requirements. Close liaison is maintained with the commissary officer to ensure delivery in sufficient quantities. All items offered are delineated on a cost card which itemizes costs of all ingredients and the steps involved in preparation. Menu prices were established based on the desired return on sales.

Catering

"Private parties at the former NCO club were virtually nonexistent. When ground was broken for the new club, a catering program was also planned. An uncomplicated catering brochure was prepared which steps the customer through policy and procedures, bar prices, entertainment, hors d'oeuvres, luncheons, dinners, and other aspects of the catering program. Next, management set about promoting the private party market. Calendars and flyers announced the new facility's capability to accommodate private parties and the club management's ability to offer quality food and beverages and entertainment at these functions.



(L to R) Ralph Petrillo, NCO club manager demonstrates the new disco operation to COL Lee C. Dickson, Director, Club Management Directorate, TAGCEN; Tobyhanna Army Depot Commander, COL Raymond Toole; Senior Club NCO, SGM Earnest Sands and SGM Joseph Siendielewski, Tobyhanna Army Depot Command Sergeant Major.

Beverage operations

"Again, with simplicity in mind, management designed a beverage operation that provides for easy control and low labor cost. Offerings are limited to five house brands and seven call brands based on a

"... beverage operation ... provides for easy control and low labor cost."

survey of local and national alcoholic beverage preferences. This allows for a lower inventory stockage and easier control. Management will have to spend less time controlling inventory by reducing the time

needed to order receive, stock, inventory, issue, and serve alcoholic beverages. A beverage dispensing system further streamlined beverage operations by providing needed dispensing with instant inventory reports. There's a lower cost of goods on draft beer over bottled beer so management reduced the existing two to one bottle beer to draft beer sale ratio and increased draft beer sales. Management now takes advantage of a built-in, walk-in refrigerator located adjacent to the bar allowing simultaneous tapping of 20 kegs at two stations with four taps. A draft beer metering system controls inventory.

Entertainment

"One of the major problems inherent in a small club operation is the large entertainment expense. Live bands in small clubs on a regular basis are no

" . . . reduce entertainment expense by providing high quality disco . . . "

longer cost feasible. A management objective at To-byhanna was to reduce entertainment expense by providing a high quality disco which would more than compensate for the absence of a live band. Discotheques are increasing in popularity because many



2LT Delmont Soule, officers' club manager, helped operate the disco on opening night.

Disco equipment was procured through TAG-CEN's Central NAF Procurement Division.

people prefer to hear the original artists on fine equipment rather than an imitation by a local band. The new club's disco allows the club to cater to old and young alike. Disco ties in with the extension of the catering program by offering low cost entertainment to relatively small groups of members.

"The disco also provides entertainment during band intermissions. Speakers for the disco are designed to allow conversation 10 feet from the dance floor while members dancing on the floor feel the music's full beat. In the lounge, a smaller sound system with a lighted dance floor entertains members. Live bands are featured periodically for such events as membership nights and St. Patrick's Day.

Membership program

"To tie in with the opening of the new club, management programed a new method to deal with club members. Annual membership cards are sold at a cost of \$20.00. The person applying for membership has the option of providing his birth date, wedding anniversary and the spouse's birth date to allow management to recognize these occasions with a complimentary bottle of champagne. Although the card number changes annually, the membership number remains the same as long as the person remains a member. This allows for easy control and simplified bookkeeping. Annual dues eliminates accounts receivable, monthly club card sales, fluctuations in monthly sales and number of members, and allows recognition of market potential. Annual dues also allow management to launch an annual membership drive which features prizes and other membership inducements.

Labor

"Club skill level people were trained in cooking and serving techniques by management, using films, training briefs and other materials made available from CMD. Incentives are provided to employees who provide consistently good performance to the club. Table tents are provided to customers allowing them to, in effect, "vote" for their favorite employee based upon performance. Employees of the month are recognized," said Purdy.

Just kidding around

WASHINGTON—Try this one on for size and watch it grow on you . . . a Kid's Night. Use a theme such as wild west, pirates, or circus and let the waitresses/waiters dress to suit the occasion.

Hold a contest and let the kids submit colored drawings for their own menu cover—offer a cash prize for the best menu. Then let the club print the menu for the kids' night out.

Courtesy, Fort Sill club system.

Civilian Referral Program — matching people to jobs

More qualified applicants needed to fill club managerial slots

WASHINGTON—The Army club system Centralized Civilian Referral Program has processed over 80 referral lists of GS and UA managers for club manager positions at grade 9 and above since June 1976, according to Ray Varrone, program manager.

“The program only works for the manager if he or she has an up-to-date application on file. Each person who files an application must keep it updated. We have openings weekly in club positions from grades UA and GS 9 to 13. We simply are not getting enough qualified applicants to fill existing vacancies,” Varrone said.

“Although we cannot determine the exact number, we know there are many civilian managers who are missing an opportunity for better club positions simply because they have not sent applications. Still other managers are not keeping their applications updated and are losing their competitive edge as a result,” Varrone added.

“Army civilian club managers are responsible for registering in the program and are further responsible for keeping their applications updated,” Varrone said.

Varrone said the program is “working for those who are aggressively pursuing their civilian club management career.”

The program

The Army club managers' Centralized Civilian Referral Program was established in June of 1976 to recruit and fill club vacancies Army-wide at grade 9 and above for both GS and UA positions. These positions are normally installation/area club managers and assistants; branch club managers and assistants; and annex managers. The aim of the referral program is to centrally combine all interested GS/UA applicants for Army-wide vacancies under one roof to refer applicants who match the requirements of the positions most effectively.

Who may register?

Presently assigned GS and/or employed UA/NAF personnel in grades 7 and above, along with those who have experience and education in the hospitality industry, may register for the program.

How to register

To register, GS personnel submit a completed SF 171 with a copy of their current performance ap-

praisal to HQDA (PECM-NAF), Washington, D. C. 20314. UA personnel submit DA Form 3433 with a copy of their current performance appraisal. Personnel not currently working in clubs, but who possess hospitality experience may request applications from the same address.

Applicants receive an acknowledgment when they are registered in the program or the application will be returned noting the reason for nonacceptance.

How it works

Applicants will be automatically considered for vacancies at the level and geographic regions acceptable to them.

A Club Management Directorate ad hoc committee evaluates applications for each vacancy. Those considered best qualified for a particular vacancy will be contacted by a local civilian personnel representative or a club system representative.

All club management vacancies, GS/UA 9 and above, are processed through the referral system. This is the only way in which vacancies can be filled.

Applicants who are UA employees may be considered for GS openings if they establish Civil Service eligibility through the nearest Federal Job Information Center (Civil Service Commission) and forward a Civil Service Notice of Eligibility with their SF 171 to the referral program. GS employees who want to also be considered for NAF positions should so indicate on their SF 171.

Personnel on active duty may be considered if they submit an SF 171 or DA Form 3433 to the referral program, following the same procedures mentioned above. Forms may be submitted 60 days before availability.

Military personnel may not be selected for GS or UA club positions until 180 days after they retire.

Many thanks to the following for assisting in the publication of this issue of the Army Host: SFC Glenn Ball, Julia White, Ken Fisher, MAJ Robert Henderson, Priscilla Pazzano, LTC Richard Ross, Ida Richardson, MAJ Michael Trebbe, Frank Morely, Bill Bartelt, William Gregg, LTC Charles Perkins, MAJ Lewis Turner, Robert Moneta, CPT Arpad Szurgyi, and Ray Veronne.

ECMC & DP prerequisites tightened

WASHINGTON—Enlisted personnel applying for entry into the Enlisted Club Management Career and Development Program now face tighter prerequisites. Recent revisions to AR 614-200 now require applicants to have not more than 16 years total active federal service at the time of application while establishing a minimum GT score of 110 for entry.

A message change to AR 614-200 (MILPERCEN (DAPC-EPF-P) MILPO message number 328 dated 241130Z March 78) announced the additions to Section XI, Chapter 11, AR 614-200.

The prerequisites were added, according to **SFC Glenn Ball**, enlisted club personnel expert at the Club Management Directorate, TAGCEN, because of the current and projected strength posture of MOS OOH (club manager). "As the percent of fill of MOS OOH increases, we are becoming more selective regarding acceptance of service members into the ECMC & DP," Ball said. "By requiring individuals to have less than 16 years of active service, the Army is able to better use training funds for club managers," Ball added. "This should effectively reduce training requirements by having NCO club managers remain on active duty longer after they awarded the

MOS OOH. We hope this requirement will assist in reducing the attrition rate of enlisted club managers," he said. "Fifteen percent of personnel holding MOS OOH leave the program annually," according to Ball.

"We are now requiring a prospective club manager to have a GT score of at least 110 so that he or she has sufficient background in basic mathematical principles in order to successfully complete the Club Management Course as well as perform adequately as a club manager," Ball said. A GT score is a composite of arithmetic reasoning and verbal expression tests which provides a means of evaluating a person's math capability.

Applications are being accepted for the ECMC & DP. Personnel who meet the prerequisites outlined in AR 614-200 should submit an application thru command channels to HQDA (DAPC-EPM-A), 2461 Eisenhower Avenue, Alexandria, VA 22331. SFC Ball asks enlisted personnel having questions regarding the ECMC & DP to contact him at AUTOVON 223-1044 or (202) 693-1044. Written inquiries should be addressed to him at HQDA (DAAG-CM), Washington, D.C. 20314.

10 warrants selected for promotion

WASHINGTON—Ten warrant officers holding the club management specialty 021A have been selected for promotion. Their names and club assignment locations follow.

To CW3

Calvin Goodrich	Tooele Army Depot
Charles Jackson	U.S. Army Support Command, Hawaii
Donald Johnson	Central Army Group, Germany
William Jones	Fort Detrick
Wilhelm Krueck	Garmisch, Germany
Richard Maher	Fort Dix
Gerald McDonald	Natick Research and Development Command
John Sisario	Hanau, Germany
James Steffes	Fort Carson

To CW4

William Smith	7th Army Training Command, Germany
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Underwood retires

WASHINGTON—CW4 **Carl Underwood** retired from the Army on Feb. 28, 1978 after devoting a full career to institutional food service and club management.

"Chief Underwood made significant contributions to the improvement of the Army club system during the last five years as a food and beverage assistance specialist with the Club Management Directorate, TAGCEN," remarked COL Lee C. Dickson, Director, Club Management Directorate. During his assignment to the Club Management Directorate, TAGCEN and its predecessor, the U. S. Army Club Management Agency, Underwood was on site, assisting managers at clubs in Europe and stateside.

Underwood holds a degree in Hotel, Restaurant and Institutional Management and is currently pursuing graduate studies before embarking on a career in the civilian hospitality industry. He is currently teaching at Miami-Dade Junior College.



Trust everybody — but cut the cards

Hamilton O'Club manager cites tight controls/efficiency as reasons behind strong food program.

FT. HAMILTON, NY—Food sales - \$569,779. Beverage sales - \$181,000. Total net income - \$59,927. Food net income - \$35,186. Interesting!

Let's look closer. "Excuse me, I'm from the Club Management Directorate, TAGCEN," I said to the manager, **CW2 "Gus" Cardinelli**. "I wonder if I could have some of your time to ask you some questions about why your food program is so strong," I continued. "No, I don't have time," he said. I thought he was being rude. "But if you have the time, I'd be glad to let you observe," he grinned.

Warehouse cost cutting

Up from the office and right to the warehouse. "Here's where we save a lot of money," he said. "Our internal controls are tight. One man receives the goods and counts, another posts the goods and issues to the kitchen on a scatter sheet. My employees can only draw from the warehouse during the day. If they need something from the warehouse at night, either I or the night manager will go with them. Our cost of goods averages around 42 percent."

"My vendors know I won't buy junk."

"But we buy only the best for our members. My vendors know that I won't buy junk. They also know that I buy about \$20,000 worth of meat a month. If they send me junk, I'll send it back. If they keep sending me junk, I stop buying from them. We have an understanding. I sort of make them an offer they can't refuse. The man who receives here in the warehouse actually weighs, counts and looks at the items. You see, I have a motto, 'trust everybody, but cut the cards.'"



CW2 "Gus" Cardinelli (left), Fort Hamilton Officers' Club Manager, inspects meat with chef Joe Yurch.

"I'll trust employees and vendors but they know I'm checking. Anyway, sometimes people try to run things through. I'll often send meat back that the vet has passed. I look for brown or black spots on the

"Labor is scheduled tightly . . . I'm the cheapest guy in town."

beef to see if there is any freezer burn. I can tell by needle marks if the meat has been tenderized—I'll send that back. I'll also reject meat that is discolored on one end. You see, the tenderizer will often settle at the bottom of the meat, because the tenderizer is injected. All other items are checked just as closely. That's what management is about. Checking and re-checking . . . let's go to the kitchen.

Kitchen cost cutting

"This is our chef, Joe Yurch." The chef was trimming meat with precision. "He's kind of hard to get along with, but he's good. He's been educated at



Dining at the Fort Hamilton Officers' Club.

the Armed Forces Culinary Course at Patuxent Naval Air Station, Md. Here, in the kitchen we take many cost saving measures. We recycle the leftover prime rib and make beef tips. We'll take all the beef we can off the Chicago round and make that into hamburger, stuffed peppers and stuffed cabbage. That way we can put out a palatable dish three ways. Another thing we do is bone the prime rib out and make a spencer roll. Then we'll serve the ribs on the side as a special. With leftover seafood, we'll make seafood au gratin."

Cardinelli held up a salt and pepper shaker. "These are the hidden cost items. Many managers will base their menu prices on the cost of goods for the beef or seafood. Costs for these items have gone up only ten percent in the past three years. The real cost rises, around 60 percent, have been in the condiments, vegetables, etc. These are the hidden costs in the cost of goods/menu price game. A good manager should look at these costs carefully. Gravy bases, ketchup, mustard, salt and paper - these items costs have gone sky high. We watch them closely. The chef is the only one who can go into the reefer and get items.

Labor cost cutting

"Let's go to the dining room. Here labor is scheduled tightly. I'm the cheapest guy in town. None of

my part-time or intermittent employees will work more than 19 hours. I have only 15 full-time employees and I limit their overtime. The hostess runs the dining room. She seats people, pours coffee, checks tables, and controls the flow of traffic in the different dining rooms. The club is an old fort and the dining room is divided into cubicles. It's important to control the flow. We serve a lot of food here. One day last June, we fed over 800 people and we serve about \$5,000 worth of wine per month. If I call in an intermittent employee and find I don't need him or her, I let them go two hours after they come in."

Out of the dining room and into the new kitchen. "This is a \$100,000 addition to the club. We've installed labor-saving equipment. We know that it will

***"condiments, vegetables, etc . . .
... are the hidden costs in the cost
of goods/menu price game."***

pay for itself in the long run. If it takes less time to perform the kitchen chores, then I don't have to keep my employees around as long." Make sense?

Menu cost cutting

Out of the new kitchen and back up to the dining room. "Here's another way we save money." He held up a menu. "We limit the menu to seven

items—no more. This allows us to buy and cook in larger quantities - saving money in labor and cost of goods. By limiting our menu, we're able to maintain a 60 percent gross income. The dining room seats 120. During the week we have 100 covers per night - on weekends we serve 170-180. The average check is about \$5.75.

"We save money on our specialty nights. Here we run a low cost of goods and labor cost because we can offer a buffet. On most specialty nights, we'll serve between 200 and 300 people. We have a French night, where we offer prime rib, vichyssoise, filet of sole with sauce, sauteed shrimp, and French pastries for dessert.

"We also hold a Mongolian barbeque where left-over chicken and beef are used along with leftover vegetables. We also hold a beef and burgundy night. We train our people to cut the meat wafer thin," he said.

Bar cost cutting

Down to the bar. "We check our bartenders closely. We issue books of sales slips to all waitresses and waiters. The sales slips are all in numerical order and are carefully controlled. They are balanced

out the next day. The slips have to match or someone catches hell.

"We pull surprise cash counts on the bartenders and cashiers—never in a pattern. It could be at the beginning of the shift, at the end of the shift, or in the middle. The count could be performed by me or any of my assistant managers. We have a full-time bar manager who extends inventory, decides on beer of the day, drink of the week. Inventory is taken every day. The person who takes inventory is completely disassociated with the people that work at the bar. She works during the day and doesn't even see the bartenders.

Command support

"The commander here, COL Clarence G. Barrens, actively supports the club by holding functions in the club and is willing to listen to our problems.

Entertainment

"For entertainment, we have a piano in the lounge and bands in the ballroom. Sometimes we'll have violins with our candlelight dinners," he said.

Assisting Cardinelli are **MSG Hubert Bagley**, a 1973 graduate of the Club Management Course and **Benny Cosiglia**, who has been with the club for the past year.

Jackson awards employees

FT JACKSON SC—The Fort Jackson club system has a program to award employees for outstanding performance.

The most recent club awards ceremony was held at the new NCO club, recognizing 14 employees with outstanding performance and promotion certificates. The highlight of the awards ceremony was the award-**Darby** (shown receiving award from ICM **MAJ Kenneth Rubin**). It was back in 1953 when Darby was hired to manage the consolidated NCO club warehouse. Until that time, all six NCO clubs were handling procurement and warehousing independently. Darby established consolidated warehouse procedures and developed a stock record system which has provided the warehouse with accurate inventory controls to this day. Darby was cited for his persistence, integrity, dedication, and good judgment.

Other employees receiving awards were: **Clyde O. Moye**, assistant ICM; **Robert E. Trotman**, NCO branch manager; **Mallie Hicks**, purchasing agent; and **Cecil Sveum**, property officer. They received certificates for outstanding performance. Promotion certificates were presented to **Mack Fulkerson**, maintenance; **Madelyn Young**, **Harold Wellman**,



Jethro Taylor, **Turien Stern**, and **Paul Bolding** - NCO club; **Ivory Sullivan**, **Walter Whalen** - officers' club; and **Cecil Sveum** - administrative support branch.

"The awards program has a great effect on morale and provides a good method of recognizing and encouraging club system employees," according to **2LT Kenneth Haws**, asst. ICM, and a newcomer to the Army club program. Haws attended the Club Management Course upon entry into the Army last July and holds a BA in accounting. He is currently pursuing an advanced degree in human resources management.

Club Management Course graduates and destinations

78-1 (4 Jan - 23 Feb 78)

To United States

John S. Albritton, Ft. Stewart
Charles M. Boyd, Ft. Campbell
Anna M. Briglio, Ft. Monroe
2LT Keven A. Bushey, Ft. Polk
Robert W. Cole, Watervliet Arsenal
CPT Robert J. De Sauries, Ft. Wood
John E. Embrey, Vint Hill Farms station
MSG Robert Hicks, Ft. Myer
2LT Robert A. Kant, Ft. Hamilton
1LT Steven D. Kelley, Ft. Bliss
2LT Karl E. Klupar, Yuma Proving Ground
2LT Donna M. Mori, Ft. Eustis
SSG Virgil F. Reynolds, Ft. Campbell
Charles L. Senkier, Armament Research and Development Command
2LT Laverne D. Smith, Ft. Riley
2LT Thomas R. Spencer, Ft. Devens
SSG Robert E. Svec, Ft. Lewis
2LT Kenneth C. Swift, Ft. Harrison
SSG Wiley R. Truelove, Ft. Leavenworth

To Europe

SFC Oliver C. Ballard
SSG Robert L. Beaver
1LT Kenneth V. Bentele
SFC Lucious W. Bonds
SFC Carl K. Dean
SSG Frank A. Gillespie
MAJ Alex C. Gree, II
SFC Mortimer J. Hannah
SSG David A. Jenkins

SSG Robert K. Kestner
SSG James E. Marshall
SSG Johnny M. Murphy
SSG Mario Pedraza
SSG Daniel Phelps
SFC Donald G. Pruitt
MSG Merlyn W. Rimple
SFC George L. Rock
SFC Anthony A. Sordillo
SSG Philip W. Wilhelmi

To Korea

SGT Michael M. Bumgardner
1LT Bradley P. Laurence
1LT Mark A. Leyden
1LT James E. Payne, III

To Japan

CPT Shelby T. Clark

Lee NCO Club expanded



FT LEE, VA—The club system here recently held grand opening ceremonies for the new ballroom addition to the NCO club. The \$480,000 project was completed in just five months using the turnkey construction procedures of The Adjutant General Center's Central NAF Procurement Division. (above) **MSG Harrison, Anderson**, NCO club employee, assures club manager **SFC Ron Sims** that all will be in order for the arrival of grand opening guests (right). Design assistance for the project was provided by **Claude Hatecke**, Club Management Directorate, TAGCEN.

Culinary course slated to train 50 Army club food service people in FY 78

PATUXENT RIVER NAVAL AIR STATION, MD—Over 50 Army club cooks, chefs, and food managers are expected to graduate from the Armed Forces Culinary Course here in FY 78.

The comprehensive 2-week course is a joint-service venture with all four branches of the Armed Forces participating.

Conceived as a means of upgrading the culinary skills of food production personnel now employed in clubs, this course is not a beginners course . . . the emphasis, while stressing the importance of basic concepts of cookery, is primarily aimed at participation by attendees in the conception, preparation and service of high quality menu offerings geared to the military club market. Each day, classes are held for twelve hours . . . three to four hours of classroom work and the remainder spent in doing "hands-on" tasks.

Cooks work in teams, each team performing specific tasks associated with the production of a complete menu for luncheon or dinner. The captain of each team, chosen on a rotating basis, is charged

with overseeing production of the items assigned by the chef/instructor to his or her team and with submitting a complete cost breakdown for each item his team produces. In this way, each attendee gains both cooking and food management experience.

Classroom instruction centers around such topics as the recognition of quality meats, fish and poultry; costing and pricing of club food menus; proper procedures for receiving, storing, and issuing of



The course stresses basics. Instruction is provided in areas of food cost controls, food purchasing and food production.



Army club cooks have won the "Best-in-Class" Award; 120 Army cooks have graduated from the Armed Forces Culinary Course and other cooking courses sponsored by the Club Management Directorate, TAGCEN.



Instructor Chef Bill Franklin.



Hands-on training is a key element of the Course.

foodstuffs and kitchen supplies; and kitchen safety and sanitation. In the kitchen, attendees work each day to produce a full-course luncheon and dinner. Besides this, they learn how to do a yield test on meats; how to produce eye-appealing canapes, hor d'oeuvres and bakery items for special occasions at the club; and how to produce unusual ice carvings, tallow pieces, and other decorative buffet items.

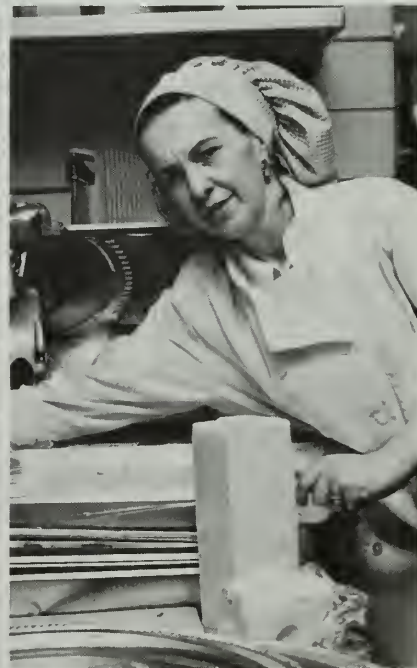
The days are full and there is no wasted time. At the end of the work day, each attendee is faced with an hour or two of home study. Written tests are frowned upon at AFCC, but attendees are tested orally by the chef/instructor, and those who fall behind



GEN Frederick J. Kroesen, Commander, U.S. Army Forces Command, samples the results of the Armed Forces Culinary Course while dining at the U. S. Military Academy Officers' Club.

are given the opportunity to "catch up" with individual instruction.

The Navy training facility is unique in that it was specifically designed with this type of educational activity in mind. Not only is institutional, heavy-duty restaurant equipment available, but small electric



The U.S. Military Academy club system is one of the systems taking full advantage of the course. Hard at work in their clubs are Pat Brown (right), a 1977 Honor Graduate; Frank DeCesare (left), a 1978 Honor Graduate, and Ed Blasko, a 1978 graduate. Army club chefs have won the Honor Graduate prize three times—more than any other service.

Students comment

Students at the Armed Forces Culinary Course were asked how the course helped them at their jobs. Here's what some of them said:

- I now understand more of the basics of cookery.
- Improved food cost with the same amount of labor and now can offer expanded menu.
- It helped me understand more about menu planning.
- Gave me a vastly increased insight into food preparation. I have learned a great deal which will help in upgrading our menu and especially enhance buffet service.
- I thought I was doing it the right way. I was wrong.
- I'm going back to my club and teach the others.



Pictured with instructor Bill Franklin (left) are graduates of the first 1978 Course.

ranges are provided so that each cook can develop his skills independently of the class as a whole. Hence, if John Jones has trouble with making a hollandaise sauce, he can practice until he gets it right.

A "Best-in-the-Class" award in the form of a large plaque is given to the student in each course who demonstrates unusual ability in the culinary arts. Thus far, Army club cooks have won the award three times . . . demonstrating their ability to compete favorably with all branches of the Armed Forces.

Ten 2-week courses are projected for FY 79, beginning in early October 78 and extending through August 79. Installation commanders will be provided with course dates by CMD as soon as they are coordinated with all participating branches of the services.

To nominate attendees for AFCC, installation commanders should contact CMD, providing the name, position, pay grade, and club or annex mailing address of the nominee. Participation in the AFCC is limited to civilian cooks, chefs, food and banquet managers pay grade four and five and above (US, NA, NL, NS, etc), now employed in Army clubs. Nominations may be submitted, with command approval, by ICM's and/or club managers. All course costs and meal costs during the periods of instruction will be funded from the Army Club Fund (ACF). Installations will be responsible only for travel costs and a reduced per diem. Military quarters are provided at a minimal cost to the attendees. On approval

for attendance at AFCC, nominees will be sent a complete list of instructions pertaining to the logistical requirements.

Point of contact for the AFCC is **William Gregg**, DAAG-CM, Washington, DC, 20314. AUTOVON 223-0990/0991 or Area Code (202) 693-0990.

First time



MG John B. Blount, Commanding General, U. S. Army Training Center and Fort Jackson, S.C. talks with some of the many guests at the First Annual Drill Sergeants Ball held in the new NCO club recently. Approximately 350 people attended the event; believed to be the first of its kind at a training center such as Fort Jackson.

Courtesy Fort Jackson Leader.

Fire guts Eustis NCO Club

No one was hurt in a fire that gutted the NCO club, causing an estimated \$70,000 damage.

FT EUSTIS, VA—an early morning fire apparently caused by overloaded electrical circuits, caused an estimated \$70,000 damage to one of Fort Eustis' three NCO clubs. There were no injuries.

The Fort Eustis fire department responded to a 5:29 a.m. call from the military police. "When we arrived, smoke was coming out of the eaves and flames were coming out of the windows," said Fort Eustis Fire Chief Robert E. Gray. Although Eustis firemen extinguished the fire at the 640 Club in half an hour, saving costly kitchen appliances, the fire destroyed an estimated \$50,000 worth of Army property and \$20,000 in civilian-owned property, such as band equipment.

The club has relocated to another Eustis location with full beverage and entertainment offerings. Food items will be limited, according to club officials, until the kitchen appliances can be installed.

COL Douglas L. Haller, director of facilities engineering and the post's fire marshall, cited overloaded circuits and extension cords as the probable cause.

"The cause was simply a problem that exists all over post," Haller said. He held up a melted mass of wire and plastic, explaining that it had once been an extension cord. "There were two cash registers and a desk lamp plugged into this multiple extension cord. This was plugged into the top of a wall outlet. Band equipment had been plugged into another extension cord and it was plugged into the bottom of the outlet," Haller said. The melted extension plug and wires he held were too far gone to determine what they ever looked like, but another extension plug Haller held was undamaged by fire.

"We found this in the club too," he said. Two three-prong plugs were inserted into the multiple outlet extension. "Here we have two wires that obviously need a ground . . . that's why they have three prongs . . . plugged into a multiple outlet extension in such a way that the ground prongs aren't used. This extension cord was also plugged into the wall. There was not ground when a ground was needed and the cord was too light to carry the load of the appliances it had to carry. The circuit was also overloaded."

The untouched cord and plugs weren't the 640 fire culprits, though, Haller and Gray believe. The melted mass more likely indicates the cause.



Overloaded circuits – have you checked your club?

"The cord from the band equipment was lying on the floor to the club's entrance doorway, then it had been nailed up over the door so that people wouldn't step on it," Gray said. It was then plugged into an extension cord.

Gray noted that there were several possibilities for how the fire started and was reluctant to pin down an exact cause. "The extension plug could have overheated, or one of the wires. It's possible that the cord from the band equipment that was nailed above the door rubbed against the nails and the friction rubbed off some insulation and a spark occurred."

Adapted from Fort Eustis Wheel article, "NCO Club Burns."

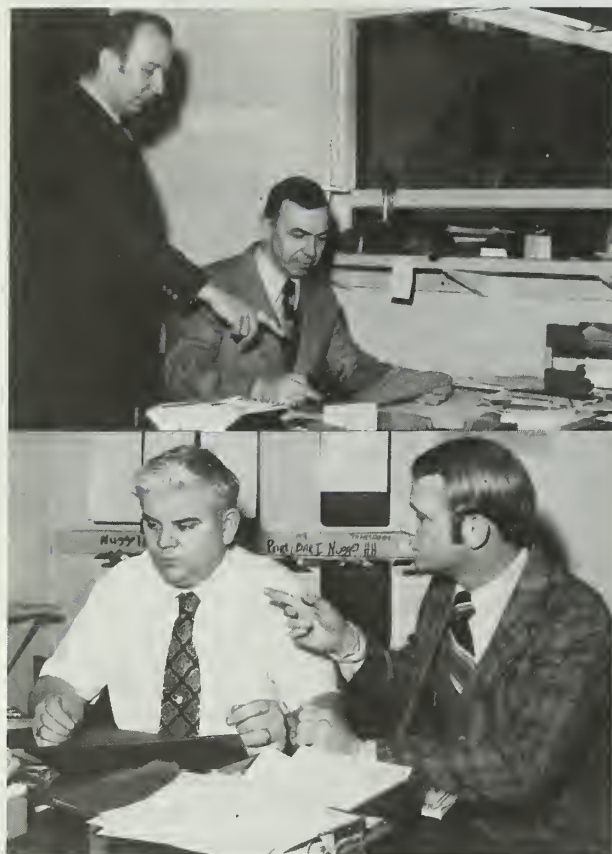
(BUDGET, from page 1)

collectively earn sufficient net income from operations to absorb administrative expenses with the exception of support expenses, such as: administrative labor, administrative support branch expense, central accounting office expense, civilian personnel office expense, and central procurement office expense.

While dues and package beverage branch income may be used to help defray certain support expenses, the primary purpose of this income is to finance capital improvements.

Also, recreational activities such as golf courses, tennis courts and swimming pools should be operated as self-sustaining activities of the branch.

The FY 79 budget letter of instruction will include other operating guidance along with guidance for submission, budget forms and checklist designed to ensure accurate submissions.



Clockwise from lower left. CPT Pete Bender, CMD Club Management Officer consults with Wayne Tyler, Assistant Fort Richardson Officers' Club Manager. LTC Robert Urdal and MAJ Kenneth Donohue (seated) discuss Alaska club operations. In the kitchen, Jim McCrindle (left) and Frank Kann CMD Food and Beverage Specialists demonstrate proper meat preparation and food cost control techniques.

FLARE
FT RICHARDSON, AK—A Club Management Directorate, TAGCEN technical training and management assistance team, headed by LTC Robert Urdal, recently spent six weeks at Forts Greely, Richardson and Wainwright. They were there to assist management with techniques to upgrade club operations.



Bilon in IMCEA Hall of Fame

WASHINGTON—John J. Bilon, associate professor and head of the Hotel and Restaurant Management Program at the James Madison University in Harrisonburg, Va., will become the third member of the International Military Executives' Association's Military Club Hall of Fame for his "significant contributions" to the advancement of military club operations.

Bilon commanded the Army Club Management Agency, which evolved into the Club Management Directorate, TAGCEN. He has had a varied career in managing both military hotels and clubs before retiring as a colonel in 1976. He will be inducted at the IMCEA's Annual Conference in Chicago, May 18-23, 1978. The first person to be inducted into the Hall of Fame was the late James A. Carroll, Jr. Carroll was an expert in Army food service and club management.

ARMY HOST

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